

Response: All Career Services acknowledged a policy supporting sponsored full-time training for their employees. Although a few did not sponsor such training during the last few years, the large majority cited cases.

7. Does your Career Service circulate Questionnaires to its members on any periodic basis asking them to record their desires on assignments, training, etc.? Please submit a copy. If not, please describe how employees make known their desires about career development, etc.?

Response: The Career Services split down the middle on this question. Several cited the PRQ as evidence of their use of a questionnaire without addressing the question of the non-field assigned employee. Of those Career Services not using a questionnaire, line channels were frequently identified as the means of relaying this information from the employee.

8. Does your Career Service actively seek opportunities to place its members on rotational assignments in (a) other components of your Directorate; (b) other directorates? If so, please give examples.

Response: Three-quarters of all Career Services claimed to be actively seeking opportunities to place members elsewhere. There were indications that Career Services had trouble with the word actively in the question.

9. Does your Career Service, in addition to consultations conducted in conjunction with regular Fitness Reports, have regularly scheduled counseling sessions between a Career Service representative and its members? If so, please describe the system.

Response: Approximately three-fourths of the Career Services do not claim to have regularly scheduled counseling sessions with employees. The term regular was clearly a problem in this question, and few Career Services apparently felt they could respond in the affirmative. Nearly all Career Services acknowledged having employee counseling opportunities of some sort beyond that experienced in command channels but few had a regularized system per se.

10. Does your Career Service have published and disseminated promotion and separation standards and criteria? If so, please submit copies.

Response: This question proved rather difficult to answer. Only a couple of Career Services mentioned separation criteria and only in general terms. Some Career Services had problems with the words criteria and standards; some acknowledged having criteria published but not standards; other Career Services limited their remarks to promotion criteria. Making a liberal interpretation to measure responses, about a third of the Career Services published their promotion criteria, but dissemination was generally limited to Career Board members. Most often promotion criteria were made available to individual employees via a career management

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officer. The fact remains that few Career Services mentioned how specific criteria were weighted or applied in promotion deliberations, e.g., employee job performance, judgment, initiative and length of service.

11. What criteria and procedures have you established for external and internal rotational assignments (outside of your Career Service)?

Response: Nearly two-thirds of the Career Services acknowledged having no special criteria for rotational assignments. The others for the most part serviced large field complements which routinely involved rotation of personnel.

12. Do you have established grievance procedures within your Career Service? If so, please describe.

Response: The Deputy Director for the DDS&T spelled out a grievance procedure in March 1973, applicable to the Directorate at large. The procedure as described is fairly simple and compatible to the informal procedures described by other Career Services which emphasize command channels as the main avenue for processing grievances. The DD/O is also giving special attention to this problem. Many Career Services did not admit to having formalized grievance procedures.

* The DDS&T states "Each office, was asked to reply to the questionnaire, where appropriate, as though it was a separate Career Service within the DDS&T."